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DD/S 65-2786

16 JUN 1965

MEMORANDUM FOR: Director of Central Intelligence
THROUGH : Deputy Director for Support
SUBJECT : Quarterly Reporting on Personnel Problem Cases

1. This memorandum submits a proposed directive for your approval and signature.
2. In accordance with your request, the proposed directive requires all supervisors to report on a quarterly basis the presence or absence of any problems of employees under their supervision which may bear on the individual's suitability for continued employment in the Agency. These reports are to be forwarded through administrative channels to the Deputy Director or Head of Independent Office concerned. Only "positive" reports--those reporting significant information--would be forwarded to the Director of Personnel. "Negative" reports would be retained in the component for a period of one year and then destroyed.
3. By reference and incorporation into the proposed directive, you would be endorsing and continuing two previously issued directives in this area. The first of these is a directive establishing the Personnel Evaluation Board and requiring the reporting of suitability matters to the Director of Personnel. Second is a directive requiring the Director of Personnel to report to you on suitability cases in which he finds evidence of supervisory failures.
4. There is a danger that this new reporting system may be misunderstood by a few over-zealous supervisors who in an effort to be conscientious may turn the preparation of these reports into something of a "witch hunt." In any Agency such as this, where "suitability" is of such extreme importance, it is difficult at best to draw a line between proper supervisory concern in an employee's personal affairs and "snoopervision." There is also a danger that employees may themselves misinterpret the purposes of this reporting system or the manner in which it is implemented and that their fears will adversely affect morale. It is suggested, therefore, that before issuing this directive, you might wish to discuss your general views in this area with the Deputy Directors so that they can in turn communicate them to their staffs.

Emmett D. Echols
Director of Personnel

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